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ABSTRACT

In 1988, a study was conducted to identify the leadership competencies desired of future chief executive officers (CEO's) of American community and junior colleges. To collect data for the study, a literature review was conducted and interviews were conducted with CEO's, senior line executives, and governing board officers in 10 community and junior colleges. Inventories of leadership traits and behaviors emerging from the literature and personal interviews were compared, and a list of leadership competency areas was developed and validated by a national panel of experts. The resulting checklist of competency areas included: (1) "The Gestalt of Leadership," including intrapersonal, interpersonal, ethical/moral, intellectual, and physical traits; (2) "Institutional Revitalization and Renewal," including vision, image, institutional advancement, social culture, strategic planning, change, and risk taking; (3) "Ethical Leadership," which also includes servant leadership; (4) "Institutional Mentoring and Empowerment," including motivation, teaching, lifelong learning, open communication, collaborative government, management, and decision-making; (5) "Political Leadership," which includes community relations; and (6) "Institutional Conceptualization and Survival." Conclusions about the value of such a checklist are presented. Appendixes provide inquiry forms, responses, and definitions. (JMC)

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